

*JIRRC***PHILIP MORRIS U. S. A.****INTER-OFFICE CORRESPONDENCE**

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TO: Matt Winokur ✓
FROM: Richard Carchman *RC*
RE: IARC Strategy

DATE: January 21, 1994

In reference to upcoming IARC activity, it seems that there are three different strategies which have to be in place to deal effectively with the various outcomes resulting from the IARC studies: a political strategy, a communication strategy and a scientific strategy. Given the impending IARC reports and the need for coordinated efforts, I believe we have to make an integrated approach to ensure that all three aspects are appropriately managed. Scientific Affairs, in both Richmond and Neuchatel, have the accountability to satisfy the company's responsibility to ensure all scientific issues resulting from the outcomes of these studies are appropriately communicated. Therefore, we should also be included in any communication strategy since the methodology of this research is what will be in question.

I would appreciate you keeping Scientific Affairs in both Richmond and Neuchatel informed of any upcoming meetings you will be planning regarding your communication strategy. Since we know these studies will be published in the near future, a pro-active strategy should be in place and we would be happy to assist you in any way we can.

cc: R. Dempsey
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